

EMERGENCY MANGEMENT **COUNTY BEST PRACTICES**

The following programs have been taken from the Federal Emergency Management Agency's Compendium of Exemplary Practices in Emergency Management (Volumes I-IV). The volumes contained best practices for state and local government. This is not an exhaustive list. For more information on FEMA and these compilations, please visit www.fema.gov.

Lee County, Florida

Southwest Florida – Together Emergencies Are Managed Successfully (TEAMS)

SWF TEAMS is an intergovernmental partnership among 10 counties committed to assisting one another – and other Florida counties – during emergencies. The program offers a forum for discussion of the four phases of emergency management: mitigation, preparedness, response, and recovery. Quarterly meetings are held at sites within the 10 county area, and the cities with emergency management programs are invited to attend. Shortly after its inception, SWF TEAMS mobilized to provide assistance in the aftermath of Hurricane Andrew. Together, participating counties assisted Dade County in assessing damage and rebuilding infrastructure. SWF TEAMS also helped Florida residents in another disaster, the flooding caused by Tropical Storm Alberto on the State's panhandle.

Contact:

John D. Wilson
Director, Lee County Division of Public Safety
Emergency Management Program
P.O. Box 398
Fort Myers, FL 33902
Tel: 813-337-2323
Fax: 813-338-3141

Mahoning County, Ohio

“The First 72 Hours” – Plans for Survival

The local Emergency Management Office, in conjunction with the Board of Mahoning County Commissioners, identified the first 72 hours of an emergency as the most critical time for obtaining information on matters such as sources of shelter and medical attention. Critical items needed for emergencies include items such as a flashlight, first aid kit, blankets, emergency food, and lists of relatives or friends. To reach the family and community, the local Emergency Management Director and the Lake-to-River Girl Scouts Council Chief Executive agreed to identify “Emergency Preparedness, the First 72 Hours” as a merit badge and patch for the local scout council. Since the Lake-to River Council encompasses four counties and close to half a million residents, the initial impact should involve approximately 10,000 scout members.

Contact:

Walter Michael Duzzny
Director
Mahoning County Emergency Management
120 Market Street
Youngstown, OH 44503
Tel: 216-740-2200
Fax: 216-740-2006

Rapid City-Pennington County, South Dakota

Western South Dakota Regional Hazardous Materials Emergency Response Program

Rapid City and Pennington County have one of only two constituted hazardous materials (HAZMAT) emergency response teams in the State of South Dakota. To extend HAZMAT expertise to neighboring jurisdictions, a regional

HAZMAT Emergency Response Program was created. In addition to Rapid City-Pennington County, other members of the regional program include the counties of Butte, Custer, Fall River, Harding, Lawrence, and Meade, and the Rosebud Sioux Tribe. Rapid City-Pennington County charges other counties a \$1500 annual subscription fee to belong to the program. The fee entitles members to the following HAZMAT services: on-scene response, if required; telephone and fax responses of Computer-Aided Management of Emergency Operations (CAMEO) stored chemical and Material Safety Data Sheet (MSDS) information for first responders; HAZMAT awareness training for first responders; and listing of the Rapid City-Pennington County HAZMAT Emergency Response Team in jurisdictional HAZMAT emergency response plans.

Contact:

Captain Jim Schneider
Rapid City Fire Department
10 Main Street
Rapid City, SD 57701
Tel: 605-394-4180
Fax: 605-394-6754

New York City, New York

New York City Terrorism Preparedness Initiative

As part of New York City's proactive plan to address issues related by modern terrorism, the Mayor's Office of Emergency Management has undertaken an initiative to coordinate the city's efforts to prepare for acts of terrorism. The project began with an assessment of New York City's vulnerability to terrorism that identified the biological and chemical agents most likely to be used in a weapons of mass destruction (WMD) incident, the city's capabilities in handling hazardous materials (HAZMAT), and the city's ability to provide emergency medical services and hospital care. Upon completion of the assessment, the initiative examined the needs and operational issues of various agencies that would be involved in handling an incident of mass terrorism. These plans were tested with various training exercises, including a simulated chemical agent release. Approximately 4,000 persons representing 40 government and private agencies participated in the training exercises. Various sessions targeted firefighters, HAZMAT personnel, and incident commanders; law enforcement officials; medical services personnel; and telephone operators and radio dispatchers.

Contact:

Jerome M. Hauer
Executive Director
Mayor's Office of Emergency Management
100 Church Street
New York, NY 10007
Tel: 212-442-9266
Fax: 212-442-8885

San Francisco, California

Building Occupancy Resumption Emergency Inspection Program

The Building Occupancy Resumption Emergency Inspection Program (BORP) allows building owners to prequalify their building for private postearthquake inspection by qualified engineers upon acceptance of a written inspection program for a particular building. It assures immediate response by trained engineers assigned to specific buildings and authorizes them to post official City of San Francisco placards in accordance with ATC 20 *Procedures for Postearthquake Safety Evaluation of Buildings, Detailed Evaluation Procedure*. BORP's main goal is to expedite and improve the quality of postearthquake building inspection. This dual objective is accomplished by having building owners hire engineers with experience in the design and/or inspection of similar structures to evaluate buildings for seismic performance and develop building-specific written inspection plans.

Contact:

Zan Turner
Building Inspector
City and County of San Francisco
Department of Building Inspection

1660 Mission Street, 3rd Floor
San Francisco, CA 94103
Tel: 415-558-6104
Fax: 415-558-6402

Arlington County, Virginia

Arlington County Emergency Management System

Arlington County's Emergency Management System was designed to provide the ability to respond to natural and/or technological disasters in a rapid and efficient manner. This system has three basic components: the Emergency Management Team (EMT), the Emergency Planning Team (EPT), and six functional task group teams. The EMT is composed of directors of police, fire, public works, public affairs, and the County Manager's Office. It is the core of the system and the decision-making body. The EPT is the thinktank that anticipates future issues and makes recommendations to the EMT. The EPT and task groups brief the EMT hourly in the early stages of an incident (less frequently as the incident diminishes). During normal business, the EPT reviews the emergency operations plan to ensure that it is current. The EPT includes personnel from departments throughout the county, such as police, sheriff, fire department, public works, public affairs, County Manager's Office, parks and recreation, schools, technology and information services, and Department of Human Services. The six functional task group teams each has a different area of responsibility: shelters, communications, resources, routing and traffic control, employee support, and recovery. Members also include personnel from outside county government who have special expertise. Any of the EMT members can convene the entire team. Through the chain of command, fire and police chiefs would invoke the system. The emergency communications center would call system members who would assemble in the emergency operations center (EOC). Each team is in a separate area of the EOC. They can communicate in person or by 800 MHz radio. As an incident unfolds, the task groups monitor it on primary radio channels to anticipate resource needs, etc.

Contact:

Captain William H. Moultrie, CEM
Deputy Coordinator of Emergency Services
Arlington County Fire Department
Arlington County Government
2100 Clarendon Boulevard
Suite 400
Arlington, VA 22201
Tel: 703-358-3357
Fax: 703-358-7097

Louisville and Jefferson County, Kentucky

Floodplain Compensation Basins

Under the Floodplain Compensation Basins program, the Louisville and Jefferson County Metropolitan Sewer District (MSD) oversees the development and operation of regional floodplain detention basins constructed and paid for by private developers. Floodplain storage volume created under this program is sold to new developments to offset the impacts of filling in the floodplain and/or increases in runoff volume. This mitigation is required by the community's floodplain ordinance and development code, which allows it to be provided through floodplain "banks." To help offset existing flooding problems, 20 percent of the total volume created in the bank is reserved by the community and cannot be sold. MSD accepts ownership of the basin after the private developer sells the remaining 80 percent. MSD also reserves the option to purchase additional volume at market rates. The basins are located in the most flood prone area of Jefferson County, where more than 5,000 structures are located. A minimum of 50 acre-feet in size, they are designed as sidesaddle basins adjacent to a major stream and also are designed to provide recreational, wetlands, and habitat functions. The wetlands are regulated by the US Army Corps of Engineers. One basin has been built, a second is in the permit stage, and three others are being designed.

Contact:

Robert F. Smith, PE
Chief Stormwater Engineer
Louisville and Jefferson County Metropolitan Sewer District

700 West Library Street
Louisville, KY 40203-1911
Tel: 502-540-6206
Fax: 502-540-6562

Volusia County, Florida

Community Disaster Information Web Page

Volusia County uses its World Wide Web site to provide local residents who have Internet access with up-to-date evacuation, shelter, road closing and other preparedness information during times of crisis. New organizations worldwide—as well as local residents who are temporarily out of the area or family members of local residents—also have direct access to timely information. During the wildfires of June and July 1998—which burned 140,000 acres of land and threatened 29,000 residences—the site recorded 4.4 million hits and received 1,000 emails in 20 days. Peak usage took place on July 2, when 894,107 hits were recorded by 19,929 users were documented. The site's administrator, from a location inside the County Emergency Operations Center, posted up-to-the-minute information that included news releases, situation reports, maps, evacuation routes, and road openings and closings. County public information officers referred out-of-area media to <http://volusia.org>, which gave them more time to focus on the needs of local residents and local media.

Contact:

Holly E. Smith
Community Information Specialist
Volusia County Community Information
123 West Indiana Avenue
DeLand, FL 32720
Tel: 904-822-5062
Fax: 904-822-5072

The following are taken from NACo's survey, "Counties Secure America." They were compiled as counties willingly submitted examples of their emergency management plans and programs. For more information on NACo and its Homeland Security measures, please visit <http://www.naco.org/programs/homesecurity/index.cfm>.

Oceana County, Michigan

Unified Incident Command System (2001)

On March 22nd, 2001, the Oceana County Board of Commissioners passed a resolution supporting the adoption of a Unified Incident Command System for all emergency agencies. This new unified system is an extension of the County's incident command system already used by the emergency services. The Board agreed, however, that the need for more "interagency and multi-jurisdictional cooperation" among all first-response agencies coupled with the fact that "no single agency or department can effectively control an emergency situation of any scale alone" has led the County to update and change their response system. In this new Unified Incident Command System, "all involved agencies contribute to the command process by assisting with overall goals, planning tactical objectives, conducting integrated tactical operations and maximizing the use of all available resources" and make decisions jointly. This program has combined all of the County's emergency response resources under a single command in order to more effectively and efficiently respond to emergencies and disasters.

The purpose of this program is fourfold. First, it is used to provide for the activities, organization, and operations of a Unified Incident Command System if a large-scale emergency or disaster occurs. Second, it is to establish the on-scene chain of command for various types of emergencies that could occur in Oceana County. The next purpose is to establish incident command system procedures under which law enforcement, fire services, emergency medical services, public works and other emergency services perform their duties effectively and cooperatively. Finally, it is to provide for the integration of a Unified Incident Command System with the Emergency Management System as established in the Oceana County Emergency Management Guidelines.

Oceana County has also produced a standard operating procedure for the new system that includes sections on Organization, Tasks and Execution, and Designation of Incident Command. It also provides a discretionary checklist for emergency scene stabilization to assist in the emergency management of the situation

West Baton Rouge Parish and Calcasieu Parish, Louisiana

Annex Terrorism

The purpose of this annex is to provide a framework for the coordination of parish, local and outside resources to address a terrorism incident in West Baton Rouge Parish.

Terrorist incident preparations and operations of West Baton Rouge Parish are designed to occur within the framework of the Four Phases of Emergency Preparedness: Mitigation, Preparedness, Response, and Recovery.

Under the annex, the response operation is also designed to occur in four phases. First, the Parish Sheriff or Municipal Police Chief will determine if an incident is a terrorism event. Then, when the potential or actual impact of the event is great, or the threat is great, the Parish Sheriff or Municipal Police Chief may request the Parish President to declare a State of Emergency, and mobilize all Parish resources to deal with the threat. If the threat is too great to be handled by Parish resources, the state will be requested through the Louisiana Office of Emergency Preparedness or through a request by the Parish Sheriff through the Louisiana State Police to provide support. Next, law enforcement from either the Sheriff's Office or local police department will establish a Law Enforcement Operations Center at which all Crisis Management and Consequence Management activities will be coordinated. The two centers may be located together. A Parish representative will be sent to the Law Enforcement Operations Center, and a Law Enforcement representative will be sent to the Parish emergency Operations Center, to insure that operations are coordinated. Finally, the West Baton Rouge Sheriff's Office will be responsible for requesting additional law enforcement resources.

The Plan also discusses organization and assignment of responsibilities for county officers and departments, direction and control of management and administration and logistics of the operations.

Linn County, Iowa

Special Needs Registration Program

The Linn County Emergency Management Agency (EMA) and the Duane Arnold Energy Center (DAEC) developed a Special Needs Registration program to register the needs and challenges of all persons with disabilities who live in their homes and not in a group home or residential care setting. The purpose of the program is to gather as much information as possible about the needs of residents prior to an emergency, and to ensure that the County can plan and prepare resources necessary to provide timely assistance to an easily overlooked segment of the population. The program was also developed as a mechanism to assist with transportation of community residents with special needs in the event of an emergency at DAEC, Iowa's only nuclear power plant.

Currently, there are nearly 1,300 persons registered through this program (registration is expected to double within the next few years as the program becomes more publicized). Because confidentiality laws prohibit EMA officials from obtaining registration information through social service agencies, they must rely on a voluntary registration system to identify those who might need assistance. To register, applicants fill out and return a postage paid, 5 X 7 card that asks for basic information: name, address, phone number, residency status (full time/seasonal, etc.) and a brief description of their special need. Registration cards are mailed to the residents that live closest to DAEC and are also distributed with local telephone books to the remaining residents within the ten-mile radius that surrounds DAEC. If filling out the card is difficult for registrants, they can contact EMA and register by phone. Once the registration information is received, it is entered into a database that is part of a Geographic Information System (GIS) that places the applicant's location on a computer generated map.

Multiple Counties, Pennsylvania

Pennsylvania Region 13, Weapons of Mass Destruction Taskforce

Region 13 was the first Anti-Terrorist Working Group of its kind organized in Pennsylvania, and remains one of the most active groups in the nation. Currently, there are nine Anti-Terrorist Working Groups in Pennsylvania. Along with the City of Pittsburgh, member counties in Region 13 include: Allegheny, Armstrong, Beaver, Butler, Cambria, Fayette, Greene, Indiana, Lawrence, Mercer, Somerset, Washington and Westmoreland. Through the Pennsylvania Emergency Management Agency, federal funding has been obtained from the Department of Justice to provide training and equipment to the first responders in the event of a terrorist attack or disaster-related event. PEMA long has advocated that regional task forces are the most comprehensive method to address the potential for terrorist events, as evidenced following the bombing of the World Trade Center and the Murrah Federal Building in Oklahoma City, where local resources were quickly overtaken.

The regional concept allows the resources of multiple jurisdictions to be quickly employed in the event of an incident. The diverse makeup of the participating organizations allows for special expertise to be quickly identified and used, including the expertise of medical, investigation and hazardous-materials specialists. For more than three years, PEMA has conducted training programs across the Commonwealth for elected officials on weapons of mass destruction and terrorism preparedness. This training is intended to raise awareness of the need to plan for potential incidents and to foster closer working relationships with law enforcement to prevent a terrorist event. PEMA has distributed more than 250,000 First Responder Guides on weapons-of-mass-destruction incidents to fire, police and emergency medical- service organizations statewide. Pennsylvania is considered a national leader in preparedness for terrorism incidents. The Federal Bureau of Investigation (FBI) and the National Domestic Preparedness Office have lauded and promoted Pennsylvania's model of partnership.

Jay County, Indiana

Terrorism Consequence Management Team

Jay County is a small rural community in Indiana. Its emergency response system is coordinated by the Jay County Emergency Management Agency. Jay County was one of the first Indiana counties to develop a county terrorism response plan. Their plan dates back to early 1996.

In August 2001, Jay County appointed a Terrorism Consequence Management Team to address possible terrorist targets and assess their vulnerability. The Team was charged with conducting a public health assessment, and also conducting a health assessment for Jay County. An emergency response capability and needs assessment was also completed. The County has scheduled an 8-hour Terrorism Preparedness Training Course for Jay County Emergency Responders. The course is presented by the Office of the State Fire Marshall. A "Terrorism Response for Operational Responders" course is being coordinated through the emergency management agency for emergency services.